

Report to: Police Authority
Agenda item: 11.1
Date: 27 September 2018
Subject: Strategy & Planning Committee
report back
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For: Information

1. Purpose of paper

- 1.1 To update Members on the key business done by the Strategy and Planning Committee at its meeting on 6 September 2018. In particular to provide an update for the Authority on;
- Monitoring of progress with 2018-21 Strategic Plan
 - An update on the development of a refreshed MTFP and budget for 2019/20
 - Formally recording the TfL budget 2018/19 (paper previously circulated to all Members for approval)
 - Updated business case approval process taken for discussion
 - An update on the development of co-ordinated stakeholder engagement plans
 - Endorsing the launch of the 2019/20 Policing Plan development process

2. Background

- 2.1 Under the Authority's revised governance structure the work of the Strategy and Planning Committee brings together oversight and scrutiny of all strategic planning activities from across the business.

3. Key business done

- 3.1 2018-21 Strategic Plan Implementation
- 3.2 Members will recall that the 2018-21 Strategy was formally launched to stakeholders at an event on 23 July. The Strategy and Planning Committee (S&PC) has now begun work, in collaboration with the Performance and Delivery Committee (P&DC), to develop a suite of reporting products to enable progress with the BTP2021 strategic implementation plan to be assured at both a strategic and a more detailed level.
- 3.3 The Committee received a first draft of a Strategic Plan reporting dashboard (attached to this paper at Appendix A) which was also reviewed by P&DC at its mid-September meeting. Members broadly supported the approach, making a request that there was a clearer linkage between the tasks in the 'key deliverables' section of the dashboard and movement in the 'key metrics' section. Additional information showing trajectory of each key deliverable will also be added to the dashboard to give early sight of slippage or opportunities for earlier realisation of benefits.
- 3.4 BTP will develop a regular supporting narrative to bridge those sections of the dashboard to enable S&PC to highlight potential in year delivery risk areas to P&DC for detailed investigation and for P&DC to highlight strategic risk areas that may require S&PC to refine the Strategy and or the Medium Term Financial Plan (MTFP). The use of co-ordinated deep dives by both committees was noted as an approach that would likely be used as implementation progressed.
- 3.5 The Committee noted that delivery plans were still being refined and assumptions about timings, costs and benefits would need to remain dynamic as new information, risks and opportunities emerged. In terms of key items to note the Committee recorded that;
- The delivery partner was likely to be in place by November but internal resources continued work on each of the delivery strands in the meantime
 - Neighbourhood policing pilot sites (part of network policing concept) had been identified in partnership with local stakeholders
 - A new site for the Manchester CT hub had been identified but this would be at additional cost

- A decision on control rooms (part of the 3Ci concept) would be required before the end of September
- 3.6 As a sub-item to this paper a verbal update will be provided on most recent progress with BTP2021.
- 3.7 The Chief Constable also provided an update on wider work relating to the 'Protecting and Safeguarding People' objective and advised the Committee of work underway to identify alternative funding streams for key projects, for example through a bid linked to the 2019 Spending Review (SR19). A more detailed update on that work will be presented elsewhere on this agenda.
- 3.8 Refresh of MTFP and development of budget 2019/20
- The Authority Chief Finance Officer provided an update on the progress thus far to develop financial plans for the year ahead. Both she and the Force FD have been reviewing and refining the process used in previous years and assuring the data available to support the planning process. Changes to the initial MTFP assumptions were also being captured and so far included Scottish devolution, the Emergency Services Network (ESN) programme, movements within the BTP2021 plan, business cases previously approved and ongoing discussions around EPSA funding.
- 3.9 Updated information on assumptions and initial recommendations will be shared with the Committee in correspondence with a view to presenting final recommendations to S&PC in November. Final plans will be presented to the Authority in December for approval.
- 3.10 Business case approval process
- A discussion on updated proposals regarding the business case approvals process was discussed and an indication of the potential workload for the Committee was presented. It was noted that the value and timing of the potential business cases were still being refined and regular engagement between BTP and BTPA was underway to capture those cases that will require Authority approval.
- 3.11 Subject to additional work by BTP and BTPA to finalise the programme of business cases the Committee agreed that it supported an approach that;
- Was efficient and effective and enabled robust governance without building in unnecessary delay

- Took a proportionate approach to using the Government's Green Book guidance/ 5 case model
- Where possible bundled groups of related business cases into coherent batches of work which the Committee could review
- Made use of member leads on large or complex business cases to assist the Committee with its scrutiny function
- Allowed the Committee to call in business cases that were of strategic importance regardless of financial value

3.12 The Committee also noted that Government Internal Audit Agency (GIAA) was also carrying out a review of the historic/proposed business case approval process and recommendations emerging from that work would need to be factored in to the final process the Committee adopted.

3.13 BTP and BTPA stakeholder engagement plans

3.14 The Committee noted progress with developing co-ordinated plans including the establishment of a Gold Group and the engagement of external support by BTP. Final proposals will be presented to the Committee in November.

3.15 TfL budget 2018/19

3.16 The Committee formally noted that approval had been given to fix the budget for TfL at £75m by the Authority out of Committee in June. The late change to the previously approved budget was noted as was the need to ensure that this element of BTP's budget was agreed by the Authority as part of the overall budget setting process for 2019/20.

3.17 Policing Plans 2019/20

3.18 The Committee launched work to develop policing plans for 2019/20. The Policing Plan Group subsequently considered and endorsed proposals for the structure and process to develop plans for 2019/20 in correspondence. An update on progress, including the results of the initial local consultation events, will be presented to the December Authority meeting.

3.19 Contracts register

3.20 BTP tabled its current contracts register and the Committee discussed how it might seek assurance from the information presented in the future. It was agreed that the BTPA CFO and the BTP FD should review the register ahead of the six-monthly presentation to the Committee and produce a short commentary to ensure all significant opportunities and risks arising were flagged.

3.21 AOB

The Committee also discussed;

- Work underway following a recent meeting with the Department for Transport to agree final definitions around 'efficiencies' and in support of the delivery and oversight of the efficiency element of the BTP2021 programme.
- Parallel work being led by the Appointments and Remuneration Committee also in support of the BTP2021 delivery plan.
- The current position on Scottish Devolution.

4. Recommendations

4.1 Members are asked to review and note the progress made by the Committee at its most recent meeting and seek clarification or request further information on any of the items above.